



# The Future of North Carolina Libraries

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NCLA SECTIONS VIRTUAL CONFERENCE: FEBRUARY 8, 2019

A recording of this presentation may be viewed at the following link: [https://www.youtube.com/watch?v=iVeDv0f\\_M7c](https://www.youtube.com/watch?v=iVeDv0f_M7c)

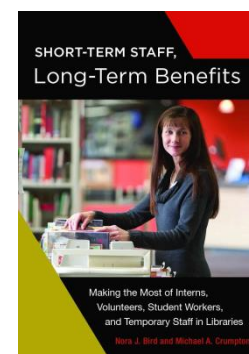
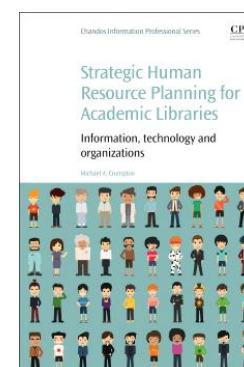
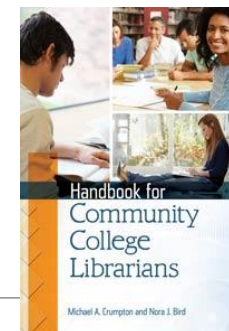
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Repository: <http://libres.uncg.edu/ir/uncg/clist.aspx?id=1946>

# The Future in North Carolina

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INCREASED POPULATION



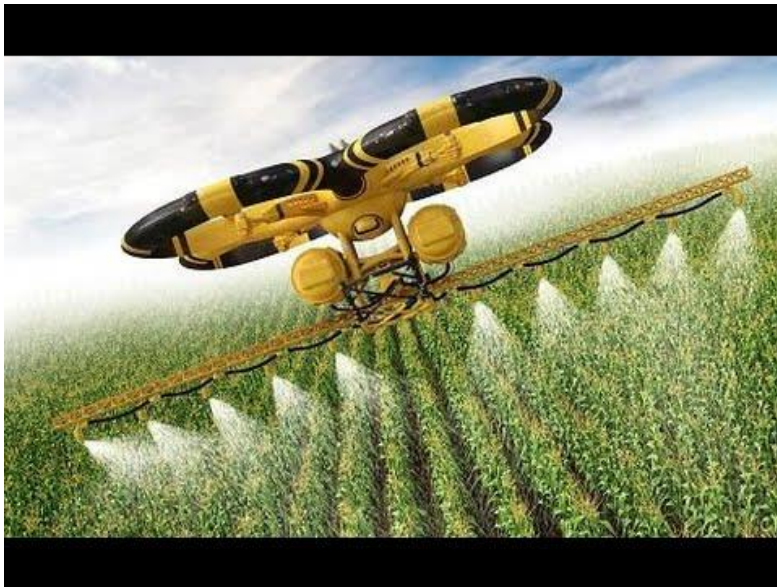
LARGER URBAN AREAS



# The Future in North Carolina

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ECONOMICS/TECHNOLOGY/FARMING



RETIREMENT/TOURISM



# The Future in North Carolina

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## CHANGING CONSUMER MARKETS



## EDUCATION AND HEALTH CARE





# Workplace Information Literacy

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*Journal of Business & Finance Librarianship*, 17:18–33, 2012  
Copyright © Taylor & Francis Group, LLC  
ISSN: 0896-3568 print / 1547-0644 online  
DOI: 10.1080/08963568.2012.630593



## **Workplace Information Literacy: A Neglected Priority for Community College Libraries**

NORA J. BIRD, MICHAEL CRUMPTON, MELYNDA OZAN,  
and TIM WILLIAMS

*University of North Carolina at Greensboro, Greensboro, North Carolina, USA*

*Community and technical colleges have long been sites for educating two groups of students: those going on to baccalaureate education and those seeking degrees in vocational-technical fields. If there are specialized programs of information literacy instruction for these divergent groups, they have not been described in the literature. This article examines prior relevant literature and empirical evidence from focus groups and a survey to provide a brief outline of the vocational/technical information literacy programs in community college libraries and makes recommendations for reassessing the priority assigned to these activities.*

# The Future in North Carolina

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DIVERSITY

LIFE CYCLE LIBRARIANS



# Change

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PREDICTING THE FUTURE



# What does CHANGE mean?

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The Process of Becoming Different

To Transform or Convert

A Transformation or Modification; Alteration



A large, dense cluster of speech bubbles, each containing a common excuse or reason for failure. The bubbles are arranged in a chaotic, overlapping manner, filling most of the page. The text inside the bubbles includes:

- I'm not sure my boss would like it.
- It's too expensive.
- We'll catch flak for that.
- No one asked me.
- It's too ambitious.
- We don't have the equipment.
- It's impossible!
- I don't have the authority.
- We didn't budget for it.
- That's someone else's responsibility.
- It won't fly.
- No es mi problema.
- It will take too long.
- It's hopeless.
- We can't take the chance.
- We've always done it this way.
- It's too complicated.
- What's in it for me?
- They won't fund it.
- It's too radical.
- It's too political.
- We don't have consensus yet.
- It's contrary to policy.
- We have too many layers.
- We're doing OK as it is.
- It can't be done.
- It's not my job.
- There's too much red tape.
- We don't have the staff.
- We tried that before.
- It's against tradition.
- It needs more thought.
- Another department tried that.
- It's not our problem.
- This is just a fad.
- There's not enough time.
- They're too entrenched.
- We're waiting for guidance on that.
- It won't work in this department.
- Maybe. Maybe not.
- No se puede.
- There's no clear mandate.
- It will never fly upstairs.
- ¡Nunca pasará!
- We've never done that before.
- It needs committee study.
- Me falta ánimo.
- I'm all for it, but . . .
- They don't really want to change.
- It's too visionary.

## Lankes' Fundamental Point

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**The MISSION of LIBRARIANS  
is to IMPROVE SOCIETY  
through FACILITATING  
KNOWLEDGE CREATION in  
their COMMUNITIES**

CHURCH COMMUNITIES

# Radical Conversations

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Programming that promotes and transforms student learning

Libraries create, are special, not testing centers or supreme authority

Demonstrating conversations with community and value gained

Focus on knowledge

Tell stories of impact with students and community

# EXPECT MORE

Demanding Better Libraries for Today's Complex World



R . D a v i d L a n k e s

# Seth Godin

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Seth's Blog: The Future of the Library

*Seth's proposal for economic shortfalls: "train people to take intellectual initiative" to find and connect to information already out there*



# Pivot Points for Change

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Keep the machines in your factory but change what they make

Keep your customers but change what you sell

Keep your staff but change what you do

Keep your mission but change your scale

Keep your technology but use it to do something different

# Strategic Planning

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PREDICTING THE FUTURE

# Assessment and Evaluation

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Assessment is the process or means of evaluating work or activity.

Evaluation is the development of a judgement about the amount, number or value of something.

# The Strategic Planning Process

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## **What is Strategic Planning?**

*“Creating strategy is creating a process for being sustainable and achieving success with an organization’s primary mission.”*

The goal of all strategic planning is to create a solid framework by which important decisions, process development, and competitive position may be created

Good strategic planning will be flexible and dynamic, and allow for future goals to be implemented

# Strategy Formulation & Development

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## **Formulation**

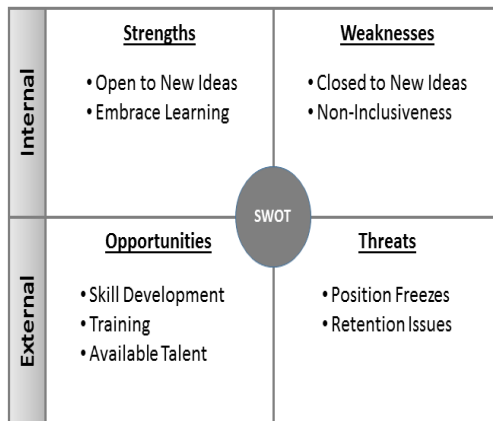
- Developing Mission and/or Vision Statement
- Reviewing of statements may lead to necessary re-evaluation and reassessment of goals and visions
- Keeping mission and vision updated and reflective of the needs of the library is key to developing a strong organization identity

## **Development**

- Gathering necessary information for the planning process
- SWOT Analysis: Identifying strengths, weaknesses, opportunities, and threats in regards to the organization
- Environmental Scan – relevant data regarding external factors may influence operation
  - Who? What? When? Where? Why? How?

# SWOT

## 2.1 SWOT



## Strengths and Weaknesses

- Traditional strengths may become new weaknesses
- Change and progression alter strengths and weaknesses; remain flexible to change to keep the organization moving forward

## Opportunities and Threats

- Some threats may be considered opportunities
- Example given in SR: the threat of budget declines may provide the opportunity to seek out alternative revenue resources



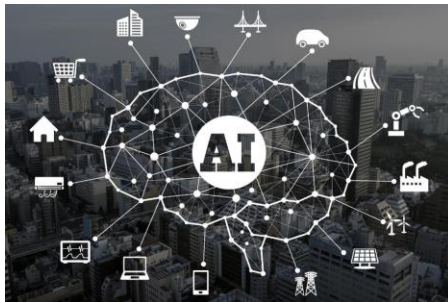
# Innovation and Entrepreneurship

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PREDICTING THE FUTURE

# Library 4.0

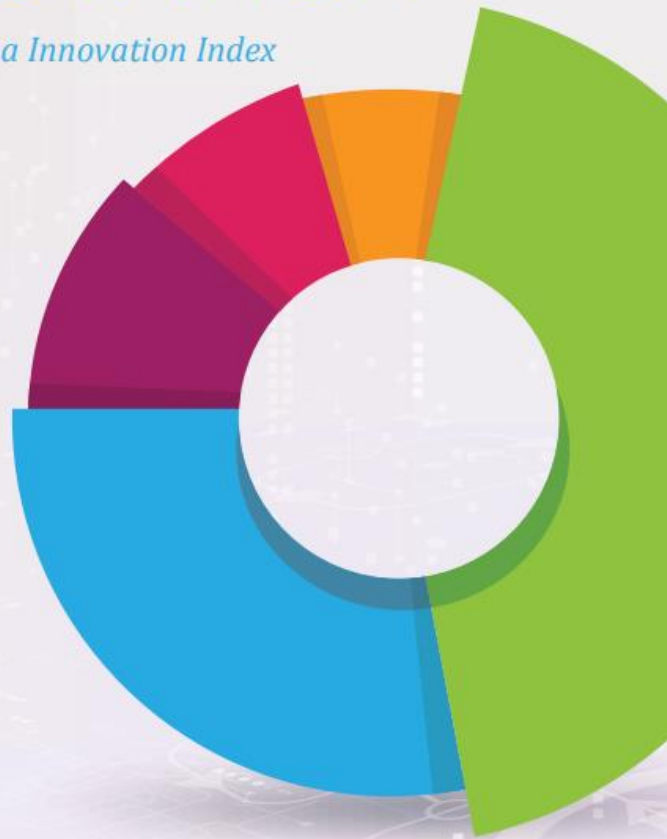
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# TRACKING INNOVATION

*North Carolina Innovation Index*

December 2017



*North Carolina Department of Commerce*  
OFFICE OF SCIENCE, TECHNOLOGY & INNOVATION

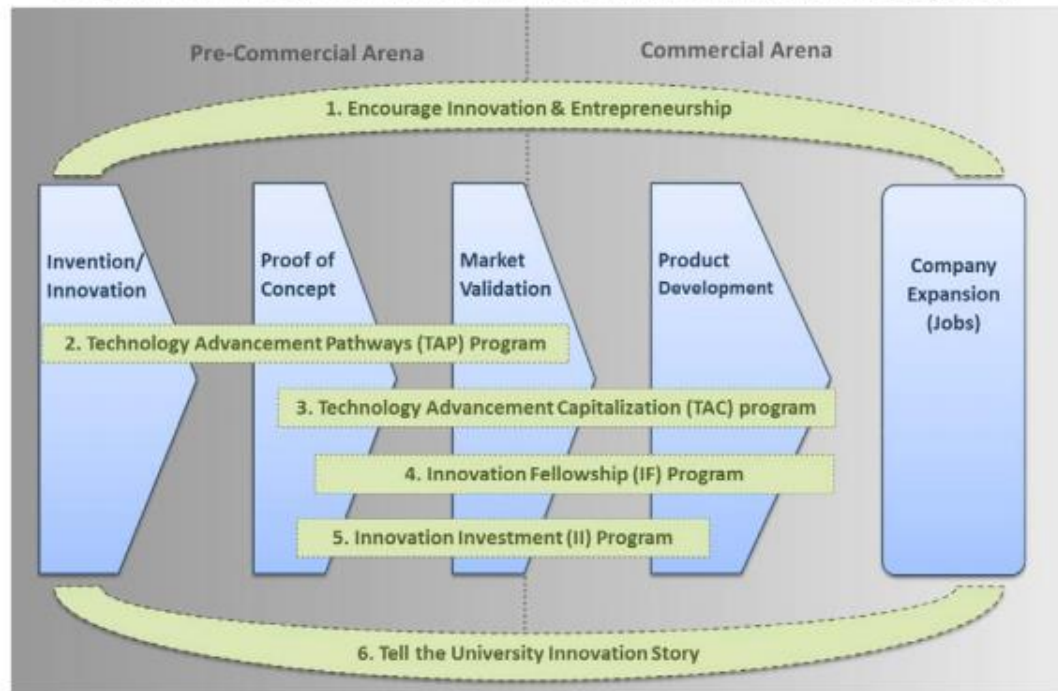
# RECOMMENDATIONS OF THE GOVERNOR'S UNIVERSITY INNOVATION COUNCIL

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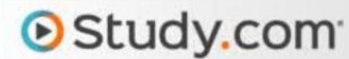
**North Carolina has the intellectual and innovative capacity to compete with any state or nation; what it lacks is the optimal mix of processes, resources, and people to convert that capacity into new products and services that lead to increased economic activity and jobs. North Carolina's innovation commercialization ecosystem can be improved.**

## UIC Recommendations

### Sequential Model of Innovation Commercialization Ecosystem



A summary and details of each recommendation follow.



Creativity

Innovation

Value creation

Practice-related

Teachable skills?

Discovering opportunities

Non-traditional means of employment

# What is Entrepreneurship?



# Trends impacting LIS

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Technology

Data and analytics

Learning

Demographics

Policy

Resources



# Future Competencies

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Project management skills

Facilitate learning and education

Working with variety of technologies

Marketing and advocacy skills

Communication skills

Open to working with diverse populations

Problem solving

Social services training

Fundraising and development skills

Building relationships

Value of assessment

# Education positively influences skills

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## MANAGEMENT SKILLS

Planning

Organizing

Marketing

Financial mgmt.

Legal

Administration

Problem-solving

## ENTRE AND MATURITY

Planning and development

Environmental exam

Opportunity ID

Networking

Self-awareness

Accountability

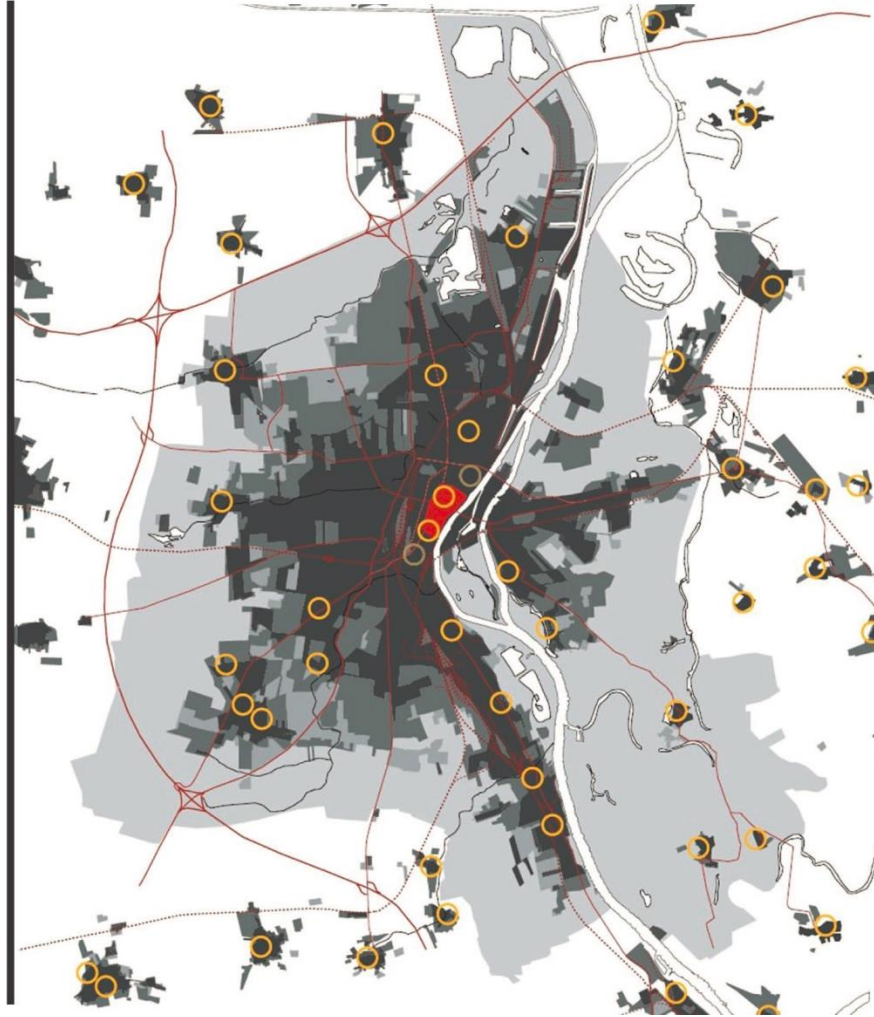
Emotional stability

creativity

# Education, Design and Practice

Conference

Understanding skills in a Complex World



# Educating the Entrepreneurial Librarian

## LIBRARIANSHIP

- ❖ Access to information
- ❖ Equity
- ❖ Intellectual freedom
- ❖ Privacy
- ❖ Community
- ❖ Social justice
- ❖ Preservation and Heritage
- ❖ Open Government
- ❖ Civic Engagement

### Constructs

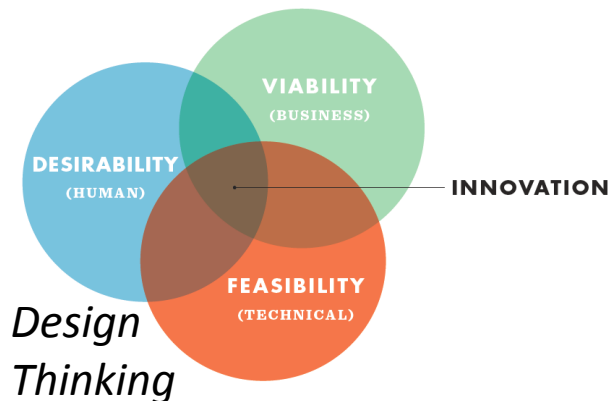
- *Change*
- *Risk taking*
- *Goal setting*
- *Feedback*
- *Achievement*
- *Experiential*

## ENTREPRENEURSHIP

- ❖ Project management skills
- ❖ Facilitate learning
- ❖ Working with technologies
- ❖ Marketing and advocacy skills
- ❖ Communication skills
- ❖ Working with diverse populations
- ❖ Problem solving
- ❖ Social services training
- ❖ Fundraising/development skills
- ❖ Building relationships
- ❖ Value of assessment

### Updating the LIS Model

- Multiple literacies
- “Making” and creative activities
- Social service skills (social entrepreneurs)
- Public health initiatives
- Data drive community decisions
- Change management
- Assessment of the status quo



### Employable Outcomes

- ✓ *Business Librarians*
- ✓ *Information specialist*
- ✓ *Community support*
- ✓ *Vendor opportunities*

# Networked Leadership

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PREDICTING THE FUTURE



# What is a network?

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*“A group of people or organizations that are closely connected and that work with each other.”*

Source: Merriam-Webster  
<http://www.merriam-webster.com/dictionary/network>



# What is Networked Leadership?

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*“...if you bring the appropriate people together in **constructive** ways with **good information**, they will create authentic visions and strategies for addressing the **shared concerns** of the organization or community.”*

*~ David Chrislip and Carl Larson in **Collaborative Leadership: How Citizens and Civic Leaders Can Make a Difference***

It means **working across and beyond traditional boundaries** to address shared concerns or challenges; working across organizations or even sectors for a shared purpose.

# Why use networked leadership strategies?

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## **To enable us to...**

Develop and strengthen community across orgs, sectors, perspectives

Access more diverse perspectives across stakeholders in issues or processes

Build and share knowledge more quickly/efficiently

- Accelerate the spread of good ideas through the network

Mobilize (more) people

Be more effective together to address complex, systemic challenges through deeper understanding and multi-faceted solutions

Change is not dependent on any one person's action or leadership – not all the eggs are in one basket

# 21<sup>st</sup> Century Leadership

## People:

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Want to be respected.

Want to feel valuable.

Want to be successful.

They Are uncertain about their future.

Get complacent when times are going well.

Wonder what their leaders are thinking.

All humans struggle with two common issues...

1. We want to be successful—with our work, our families and our lives.
2. We are unable to predict the future.

**That's why leadership matters so much!**

# Leading in the 21st Century

## **“Leaders don’t create followers...**

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## **...they create other leaders!”**









# Advocacy

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PREDICTING THE FUTURE



# Advocacy

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# Creating Advocates

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# What is Advocacy, *Really*?

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## **Advocacy is...**

...educating, explaining, speaking out, gathering support, or promoting – either directly or through allies like board members, supporters, and/or community members – about/for an issue you care about.

## **Advocacy is *sometimes*...**

...in direct support of or opposition to a specific bill, law, referendum, or ballot measure (pending or proposed).  
This is lobbying; it is just *one type* of advocacy.

## **Advocacy is not...**

...direct service. For example:

- teaching a visitor how to use the internet to search for a job
- offering an art history or STEM class to local school children
- digitizing documents/artifacts that tell the story of your community's history

***With this in mind, what are advocacy activities that libraries, archives or museums may engage in?***

# Shifting From Informed to Engaged

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Here are five crucial leadership strategies that will help move your members from merely informed to actively engaged:

Keep it real. Be authentic — and make sure employees know you're a real person. As a leader, it's your job to set an example and demonstrate the highest moral standards and ethics in everyday life so your employees follow suit.

Be accessible. Make sure employees can directly communicate with supervisors. One study revealed that leadership is the primary concern of 90 percent of employees, followed closely by culture and engagement (86 percent). Being available for two-way conversation can do wonders for fixing this.

Join in. Believe it or not, building trust in executives is more than twice as important as building trust in immediate managers. It's crucial for you to collaborate with frontline employees to truly prove your authenticity. Get in the trenches to work alongside them.

**Make it matter.** Give employees meaning in their projects so they have something to work toward and track progress against. It's important that they feel they're making progress on a daily basis, and they also need to see that their work contributes to the greater good of the company. Otherwise, they'll see their work as meaningless.

Say “thanks.” Recognition goes a long way toward inspiring good work

from good people. Identify when employees go above and beyond — positive reinforcement will encourage them (and others) to continue doing so.

# Creating a Sphere of Influence

## The Real Value of your Associations:

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- ☑ ***Help others be as successful as they can be.***
- ☑ ***Help others gain knowledge and develop new skills.***
- ☑ ***Help others anticipate the future of their work and organization to reduce surprise.***
- ☑ ***Help others adapt to the transformation of their work and organization--anticipate and cope.***
- ☑ ***Help your entire organization / profession continue to innovate and transform to stay relevant and vibrant.***
- ☑ ***And in all things, remain honest and true to your values.***

# North Carolina Library Association

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INFORM  
CONNECT  
SUPPORT

# Value of Professional Associations

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## HISTORICALLY

Value derived from continuation of org, even if declining, value representation is small

Individual value is related to the time and effort of the individual's investment

- -Fisher

## NEW GENERATION

Individuals – skills and competencies, attitudes and behaviors, career success, well-being

Employing organizations – reputation, visibility, performance, knowledge

Profession – social inclusion, promotion of culture, heritage

- -Henczel

# Spending Time at Apple

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Apple wants you spending more time in its stores. No, not at the Genius Bar getting your [iPhone battery replaced](#), but actually hanging out long enough to (hopefully) learn something new.

To help make that happen, the company today announced an expansion of its in-store educational programming, called "[Today at Apple](#)," adding 50 new sessions to its lineup of free classes.

The courses are built around specific subjects, like coding, photography, music, and video editing and are designed to appeal to a range of ages and skill levels. There are numerous "photo walk" sessions, which help teach mobile photography skills, for example, as well as "make your own emoji" art classes for younger kids. There are also coding classes and sessions on learning how to use your iPhone's accessibility features.

Apple has been running "Today at Apple" for [more than a year](#) now, but the program has already become an important part of the company's mission to turn its products and retail stores into a lifestyle. Apple's retail chief, Angela Ahrendts, has said her goal is to turn the company's physical stores into a kind of "town square."

There are the obvious benefits: if you already buy Apple products, then classes like these can help you get more value out of the stuff you're already buying — and increase the chance you remain a loyal customer in the future.

But it's also aspirational. A young kid might get their first iPhone or iPad and have dreams about one day becoming a YouTube star or creating an iPhone app of their own. A few free classes at the local Apple Store might make those kinds of challenges seem less daunting. And because the classes are free and open to anyone (store employees will loan out iPhones and iPads if you don't have your own), it helps Apple broaden its reach.

<https://mashable.com/article/apple-revamps-today-at-apple-classes/#TzhbopW9EgqU>



# Driving Future Spaces

## DRIVERS:



### DEFERRED MAINTENANCE AND COMPLIANCE WITH CURRENT CODE

Refurbish the 1950 and 1973 Buildings

- Replace aged HVAC and electrical systems with new energy efficient systems
- Install required current code compliant fire suppression
- Create current code compliant fire stairs and elevators



### INCREASE STUDY SPACE

Increase study, research and instruction space

- 1973 enrollment: 7,000
- 2018 enrollment: 20,000
- Double student seating counts
- Collaborative team rooms
- Quiet study space
- Modernize service points



### STUDENT SUCCESS

Unify Student Success Functions

- |                               |                           |
|-------------------------------|---------------------------|
| • Writing Center              | • McNair Scholars Program |
| • Speaking Center             | • Academic Skills         |
| • Tutoring                    | • Supplemental Education  |
| • TRiO                        |                           |
| • Digital Action and Training |                           |



### MODERNIZE STAFF WORKSPACE

Improve staff working spaces



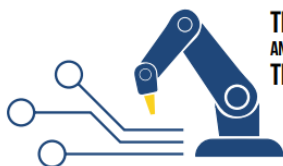
### PROTECT VALUABLE RESOURCES

Create a proper archival storage environment

- Special Collections
- University Archives
- Provide growth space for the unique signature of the campus that these collections represent

# UNCG Libraries Future as example

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## TECHNOLOGY SUPPORT AND TRAINING

Increase access to current academic technologies

- IT Support
- Computing
- Media creation and manipulation
- Large scale visualization lab
- Makerspaces
- Emerging Technologies



## INNOVATION IN TEACHING AND LEARNING

Partner with the University Center for Teaching and Learning

- Support faculty training in emerging academic technologies



## SUPPORT UNIVERSITY AND COMMUNITY EVENTS

Improve Student Center's and Library's ability to accommodate events

- Meetings
- Convocations
- University Events
- Business events
- Community events



## DIGITAL SCHOLARSHIP

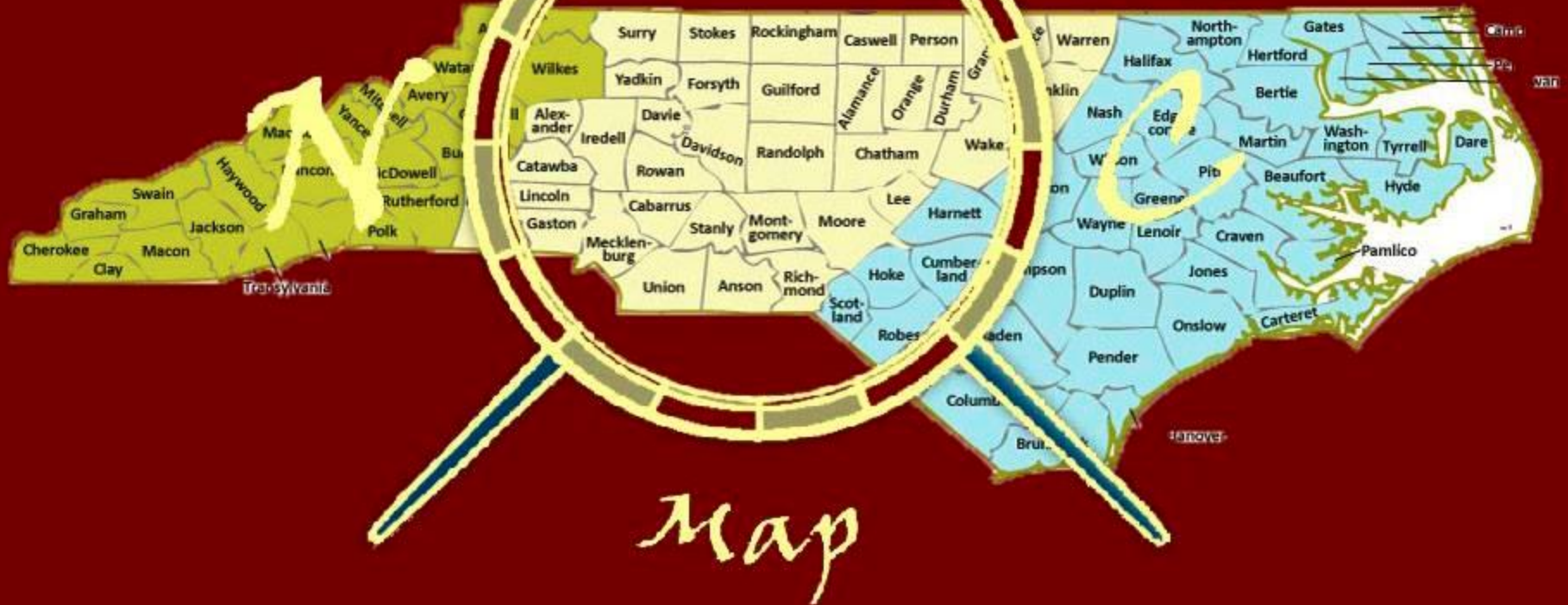
Create a Center for Digital Scholarship and Visualization



## INTEGRATION INTO EVOLVING CAMPUS MASTER PLAN

Improve the library's connection to campus vehicular and pedestrian access

# Literary



## LIS 685 – Issues in Advanced Library Administration and Management Studies

*Exploration of advanced topics in library administration and management with an emphasis on library and information agencies*

Dr. Noah Lenstra & Michael Crumpton

The Nexus LAB team, in partnership with Toolkit Consulting, issued this fully adaptable and customizable set of seven leadership-focused curriculum modules in 2017. These modules are freely available for trainers and workshop leaders to adopt, adapt, and use when delivering leadership development and training offerings. This curriculum development was made possible in part by the Institute of Museum and Library Services [Award Number: RE-00-14-0095-14].



### Nexus LAB Curriculum

- Articulating the Case for Change: How strategic communication can help you!
- Fostering Innovation and Creativity
- Advocacy Primer for Libraries, Archives, & Museums
- Building a Networked Approach to Leadership
- Engaging Diverse Stakeholders to Lead Change
- Are You Moving the Needle? Assessing the Impact of Advocacy Efforts
- Positioning Your Organization in Community, Economic, and Social Issues

Nexus LAB: Layers of Leadership across Libraries, Archives and Museums					
Layers of Leadership: Key Roles and Challenges					
Role specific skills are developed at each stage. Common skills are also developed across all levels.					
LAYER 1: Leading Self	LAYER 2: Leading Others	LAYER 3: Leading the Department	LAYER 4: Leading Multiple Departments	LAYER 5: Leading the Organization	LAYER 6: Leading the Profession
<b>KEY ROLE:</b> Pursue knowledge, assignments and responsibilities that expand leadership capabilities	<b>KEY ROLE:</b> Add value to position and organization with creative and transformative teamwork	<b>KEY ROLE:</b> Manage complex strategies and projects through cross-functional teams	<b>KEY ROLE:</b> Connect with broader internal and external systems	<b>KEY ROLE:</b> Envision and shape broader culture, organization and strategy	<b>KEY ROLE:</b> Help my profession constructively examine itself and evolve
<b>CHALLENGE:</b> "How do I navigate my organization in order to have impact, learn, and grow both technically and as a leader?"	<b>CHALLENGE:</b> "I'm good at doing my own work, but how do I get the work done through others?"	<b>CHALLENGE:</b> "How do I translate organizational culture and associated strategy into practical plans and objectives that my people can relate to and be measured on?"	<b>CHALLENGE:</b> "How might the collective performance of my departments be enhanced for the long term success of the overall organization?"	<b>CHALLENGE:</b> "How do I strengthen or transform my organization so it continues to be relevant and adds value to the communities we serve?"	<b>CHALLENGE:</b> "How do I make an impact on the growth, development, sustainability and reputation of my profession?"

# In Summary.....

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Planning for the future is about:

- Changing and adapting
- Learning to be strategic
- Demonstrating innovation
- Developing networked groups and leaders
- Advocating
- Using your professional associations

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